

WESTMINSTER FIRE DEPARTMENT



STRATEGIC PLAN 2024 - 2028

MESSAGE FROM THE CHIEF

We are proud to present the Westminster Fire Department's 2024-2028 Strategic Plan. Successful organizations have a strategic focus and use detailed plans in fulfilling their mission. The Westminster Fire Department became accredited through the Center for Public Safety Excellence (CPSE) and the Commission on Fire Accreditation International (CFAI) in 2019. The accreditation process prompted our agency to strategically evaluate our progress in serving the community.

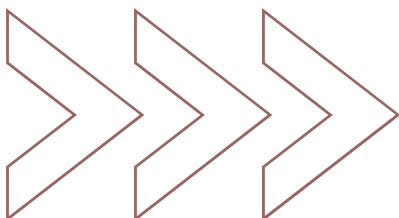


Westminster is a vibrant city, which has been in existence since 1911. It is a community that is settled between Denver and Boulder. We are a thriving community, requiring a cross-section of people to serve the wide variety of needs among citizens, businesses, and guests. This process required collaboration between the fire department, city, and community members.

A diverse group of external and internal stakeholders was established to evaluate the community from a hazard, life-safety, and quality of life perspective. The men and women of the department used their knowledge and experience to identify community, organization, and department needs. The external stakeholders brought focus to the department and helped identify priorities important to the citizens of Westminster; the internal stakeholder group helped to identify priorities important to line personnel. The result was a strategic plan better aligned with community and internal departmental expectations.

Since 1934, the Westminster Fire Department has been dedicated to those we serve. This plan reflects how we will proceed for the next five years. On behalf of the men and women of the Westminster Fire Department, it is an honor to serve the citizens, businesses, and guests of our City.

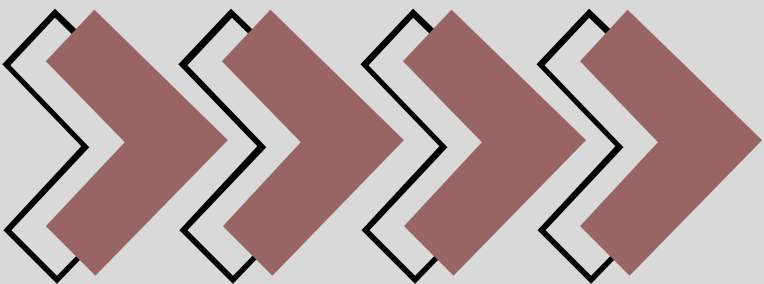
Derik Minard
Fire Chief



A handwritten signature in blue ink, appearing to read 'Derik Minard'.

TABLE OF CONTENTS

3	DEPARTMENT HISTORY
4	PROCESS OVERVIEW
5	STAKEHOLDER INFORMATION
10	VISION MISSION VALUES
11	STRATEGIC PRIORITIES
12	GOALS
13	OBJECTIVES & TASKS
33	APPENDICES





DEPARTMENT HISTORY

The Westminster Fire Department was formed in 1934, as the result of a barn fire that occurred in 1933 which spurred residents and the town board to form the volunteer fire department. The department grew slowly, and in 1951, a full-time Fire Marshal was hired. As the City grew, the need for career firefighters became evident, and in 1974 a Fire Chief was hired, followed by two firefighters. Over the next several years, the department grew further, adding stations and personnel to handle the increasing service demands of a growing City.

In 1976, Westminster became one of the first agencies to train its personnel as paramedics. In 1991, the local ambulance service advised the City that they were going out of business. The City and Fire Department took over the ambulance transport service, staffing ambulances with paramedic firefighters and becoming one of the first agencies in the region to provide fire-based advanced life support transport services. The Fire Department continues to lead the way in paramedicine and emergency medical services.

The City continued to grow, and eventually six stations were fully staffed with career personnel. The last volunteer firefighter retired in 2000 and the volunteer/career combination era came to a close. In 2002, the Public Safety Center was built across from City Hall, and fire administration moved into that building. In 2003, it was recognized that the Fire Department needed additional staffing both for emergency response as well as administrative support. A public safety tax was proposed and presented to the citizens, and in November of that year the measure passed. This allowed for the hiring and training of an additional 35 fire and support personnel and in the expansion of services to the public.

The Fire Department has continued to grow and modernize in many ways. In 2003, the new Station 2 was built, which allowed for multiple units to be housed in that facility, providing for better response times. Due to the passing of the tax measure, more response units were added, particularly medic (ambulance) units. New engines and trucks were purchased to replace older equipment and specialized equipment and vehicles were added to the fleet.

In 2017, the City of Westminster was certified as an ISO-Class 1 jurisdiction, and in 2019, the Westminster Fire Department became an accredited agency through the Commission for Fire Accreditation International (CFAI). The Westminster Fire Department is an all-hazards agency made up of 153 dedicated personnel who respond to over 17,000 calls annually from six fire stations. The Fire Department continues to grow and provides cutting edge service delivery to protect the 116,000 residents of the City.

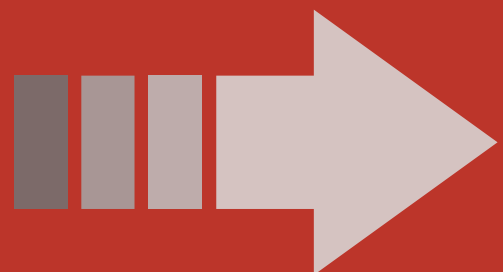
Today, the Westminster Fire Department operates as an all-career, all-hazards, internationally accredited and ISO-1 rated fire department.

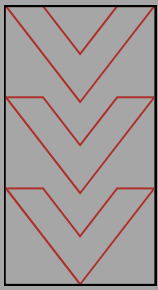


PROCESS OVERVIEW

This strategic plan was developed from June to December 2023. The Westminster Fire Department wanted to ensure the plan was driven by the priorities and expectations of community and departmental stakeholders, so WFD involved them early and often in the process. The feedback received directly informed the goals and objectives of this plan. The result was a strategic plan that better aligned with the needs, priorities, and expectations of the community and departmental stakeholders.

The process commenced with a meeting involving the Westminster Fire Department's community partners (Community Partners Strategic Planning Group) on July 26th. During three work sessions, participants conducted a service priorities analysis, a Strengths, Weaknesses, Opportunities, and Challenges (S.W.O.C.) analysis, and formulated strategic priorities. Concurrently, beginning on July 10th, the Westminster Fire Department held similar work sessions with internal department stakeholders (Westminster Fire Department Strategic Planning Group). The Westminster Fire Department Strategic Planning Group was assigned the tasks of conducting their own S.W.O.C. analysis, determining strategic priorities, and considering the department's mission, vision, and values. Detailed stakeholder feedback is available in Appendices A, B, and C.





STAKEHOLDER OUTPUT

Community Partners Output

- Prioritize each service provided by the department
- From the community perspective: the strengths, weaknesses, opportunities, and challenges of the department
- Identify the community's strategic priorities for the department



Departmental Stakeholders Output

- Prioritize each service provided by the department
- Identify the department's strengths, weaknesses, opportunities, and challenges
- Identify key department priorities
- Define and refine the department's vision
- Define and refine the department's mission
- Redefine the department's values
- Define service gaps and challenges through identification of thematic elements across internal and external stakeholders
- Develop strategic priorities
- Develop goals to address strategic priorities
- Develop time-bound objectives and tasks
- Develop outcomes for each objective

STAKEHOLDER TIMELINE

6.26.2023

- Community partners in-person meeting, dinner, and station tour. The stakeholders conducted an on-site service delivery prioritization exercise. The stakeholders were assigned the S.W.O.C. analysis as homework.

7.10.2023

- First in-person Westminster Fire Department Strategic Planning Group meeting. Previously assigned S.W.O.C. exercise was discussed. Strategic priorities homework assigned.

7.11.2023

- Second remote community partners meeting. Discussed the results of the S.W.O.C. exercise and assigned the strategic priorities exercise.

7.19.2023

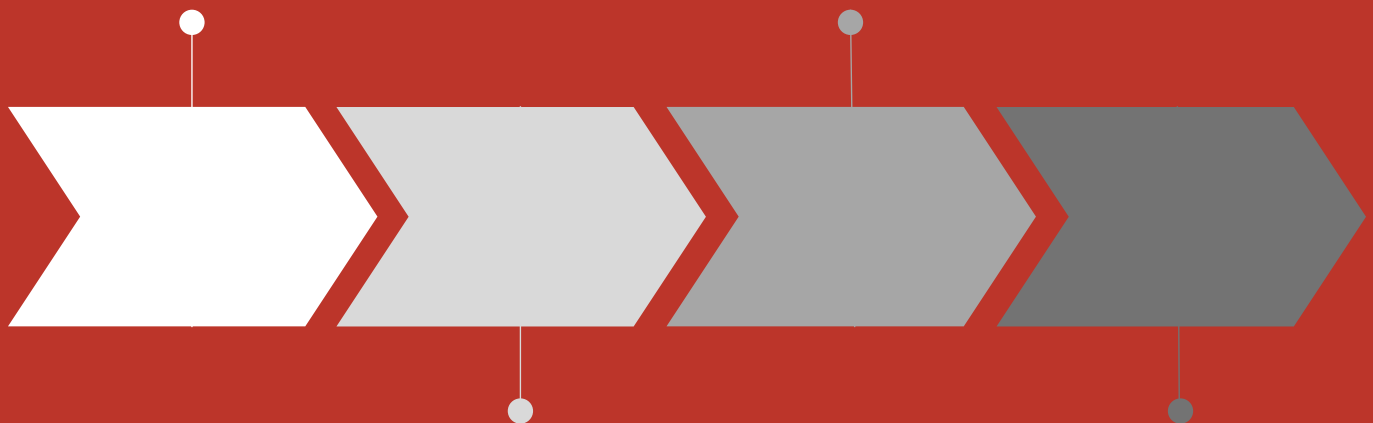
- Final community partners remote meeting. Discussed the strategic priorities exercise and wrapped up.

7.20.2023

- Westminster Fire Department Strategic Planning group remote meeting. Strategic priorities exercise was discussed, and the mission, vision, and values exercises were assigned.

7.27.2023

- Final Westminster Fire Department Strategic Planning Group remote meeting and wrap-up. Mission, vision, and values exercises were discussed.



PARTICIPANTS

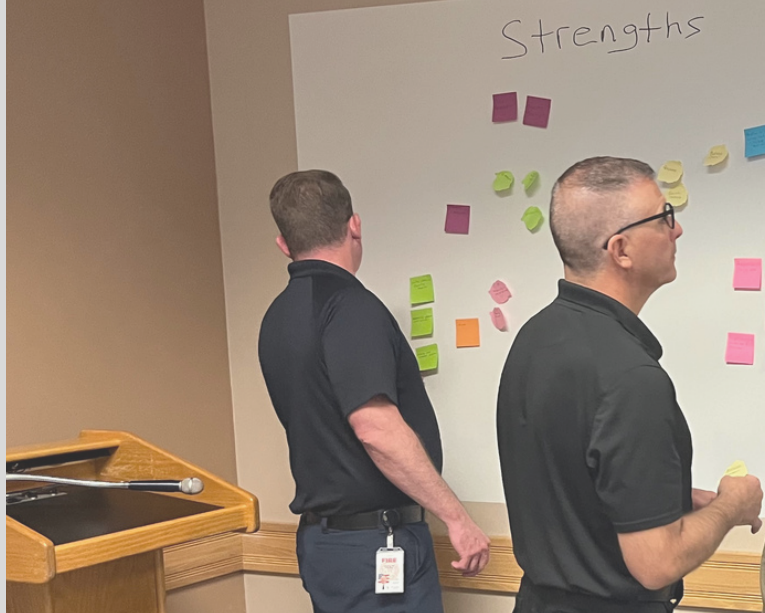
COMMUNITY PARTNERS GROUP MEMBERS

- **Juliet Abdel** - Westminster Chamber of Commerce (Business)
- **James Duffy** - Westminster Public Schools (Education)
- **Clinton Garner** - Adams County Fire Protection District (Public Safety)
- **Brycen Garrison** - Brighton Fire Rescue District (Public Safety)
- **Howard Hunter** - Trimble (Business)
- **Nick Kell** - Ball Aerospace (Business)
- **Marc Mahoney** - Federal Heights Fire Department (Public Safety)
- **Ken Maine** - Brighton Fire Rescue District (Public Safety)
- **Natalie Martinez** - Westminster Legacy Foundation (City Government)
- **Barbara Opie** - City of Westminster (City Government)
- **Carl Peaster** - Front Range Community College (Education)
- **Emily Peek** - City of Westminster Public Safety Dispatch (*now with WFD as Public Information Specialist*) (Public Safety)
- **Veronica Perez** - Growing Home (Community Group)
- **Dave Ramos** - North Metro Fire Rescue District (Public Safety)
- **Gary Shea** - Westminster Historical Society/Aurora Fire Department (*Retired*) (Community Group)
- **Jen Sliemers** - Arvada Fire Protection District (Public Safety)

WESTMINSTER FIRE DEPARTMENT GROUP MEMBERS

- **Nolan Bailey** - Lieutenant
- **Kaylea Beck** - Firefighter/Paramedic
- **Kelly Ehredt** - Administrative Technician
- **Corbin Gray** - Firefighter
- **Tim Guthrie** - Lieutenant, Fire Investigator/Inspector
- **Jake Lieser** - Captain
- **James Maxon** - Fire Inspector
- **Tracy Post** - Lieutenant, Training Officer
- **Clarise Smith** - Firefighter
- **Jesse Smith** - Lieutenant, Safety & Medical Officer
- **Scott Wilmes** - Lieutenant





Command Staff

- **Erik Birk** - Deputy Chief of Operations
- Jim Gagliano - Fire Marshal
- Jeromy Hill - EMS Chief
- **Bob Hose** - Deputy Chief of Administration
- Eric Linnenburger - C-Shift Battalion Chief
- **Scott Maddux** - Senior Management Analyst
- Dave Maikranz - Training & Special Operations Chief
- **Derik Minard** - Fire Chief
- Greg Moser - Emergency Management Coordinator
- **Lara Myers** - Executive Assistant
- **Emily Peek** - Public Information Specialist
- Paul Spellman - A-Shift Battalion Chief
- Dave Varney - B-Shift Battalion Chief
- Rich Welz - Technical Services Coordinator

*Names in bold indicate members of
Core Strategic Planning Group*

Beginning on October 12th, stakeholder input was collected and analyzed over the course of five additional planning sessions conducted by Command Staff and the Core Strategic Planning Group.



COMMAND STAFF TIMELINE

- 10.12.2023** • Command Staff Strategic Planning Retreat #1
- 11.08.2023** • Core Strategic Planning Group Work Session #1
- 11.15.2023** • Core Strategic Planning Group Work Session #2
- 11.29.2023** • Core Strategic Planning Group Work Session #3
- 12.07.2023** • Command Staff Strategic Planning Retreat #2



VISION | MISSION | VALUES

VISION

The vision describes the future state the department is trying to achieve. Strategic plan goals and objectives strive to make this vision a reality. After analyzing internal stakeholder feedback, the vision statement was refined to the statement below:

TO **SERVE** AS THE LEADER IN FIRE AND
EMERGENCY MEDICAL SERVICES

MISSION

The mission provides the who, what, and why of a department. Who does the department work for, what is the department's purpose and what does it do, and why does the department exist? The department revisited the current mission statement and revised it to the statement below:

TO ENHANCE COMMUNITY SAFETY
THROUGH PREPAREDNESS, PREVENTION,
EDUCATION, AND RESPONSE

VALUES

Values express who we are as a department: what we stand for and conversely what we will not tolerate. After analyzing stakeholder feedback, the Westminster Fire Department revamped its values statement entirely, going from PRIDE to SERVE. WFD had PRIDE as a values statement for over two decades and it needed to be updated to better reflect current values. A special thanks to Battalion Chief Paul Spellman for developing the new values statement:

STEADFAST
ENGAGED
RECEPTIVE
VISIONARY
EMPATHETIC



STRATEGIC PRIORITIES

After analyzing all partner data, determining critical issues, and establishing thematic connections between community input, internal stakeholder feedback, and Command Staff priorities, the Command Staff and the Core Planning Group identified the following priorities the strategic plan will address in 2024-2028.



HEALTH & WELLNESS



STAFFING



TRAINING



INFRASTRUCTURE



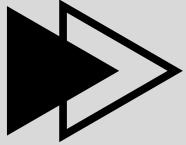
COMMUNITY ENGAGEMENT



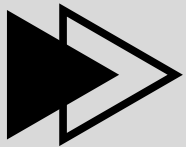
SERVICE DELIVERY

GOALS

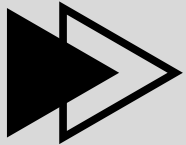
To address the strategic priorities, the following goals have been established for 2024-2028.



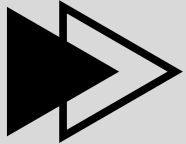
Health & Wellness: Prioritize the health and wellness of our personnel to cultivate a resilient and healthy workforce and foster a culture that promotes physical fitness, mental well-being, and preventative health measures



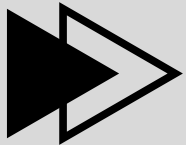
Staffing: Develop recruitment and staffing strategies to optimize service delivery for the community



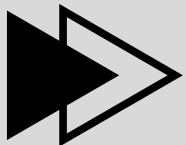
Training: Cultivate a highly-trained and adaptable workforce, ensuring that our personnel are equipped with the knowledge and skills to effectively respond to diverse emergency situations



Infrastructure: Upgrade and maintain the Westminster Fire Department's infrastructure to strengthen operational efficiency and community response capabilities



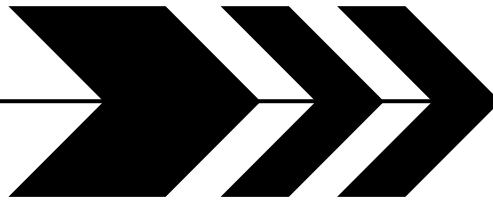
Community Engagement: Deepen community engagement by fostering multifaceted strategies that promote transparency, inclusivity, and proactive communication



Service Delivery: Provide optimal service delivery by enhancing internal efficiencies and anticipating future community needs



OBJECTIVES & TASKS



Once the strategic priorities and overall goals were established, the team identified specific objectives and subsequent tasks to achieve said goals. This strategic alignment ensures a focused and coordinated approach. Lead personnel and/or teams were identified as well as target completion years.

The five-year strategic plan not only aligns tasks with objectives but also emphasizes the importance of timely task completion and progress tracking. This structured approach not only enhances accountability but also allows for adaptability, ensuring the plan remains dynamic and responsive to evolving challenges within the community over the course of this strategic period.

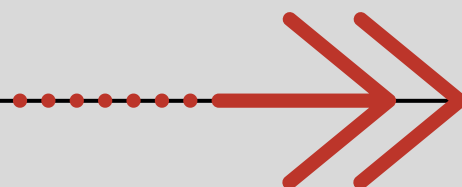


HEALTH & WELLNESS

Prioritize the health and wellness of our personnel to cultivate a resilient and healthy workforce and foster a culture that promotes physical fitness, mental well-being, and preventative health measures.

OBJECTIVE 1.1 CONDUCT AN ANALYSIS OF BEST PRACTICES		
ASSIGNED LEAD	Health and Wellness Committee Lead	
TARGET YEAR(S)	2027	
OBJECTIVE OUTCOMES	Research and analysis is complete, and a proposal for updates to the Health and Wellness program is presented	
TASKS		TARGET
1.1.1	Conduct an analysis of best practices	2026
1.1.2	Ensure compliance/alignment with NFPA 1582	2026
1.1.3	Develop a proposal for updates to new Health and Wellness program	2026

OBJECTIVE 1.2 EXPAND CANCER PREVENTION & SUPPORT EFFORTS		
ASSIGNED LEAD	Cancer Committee Lead	
TARGET YEAR(S)	2028	
OBJECTIVE OUTCOMES	Research and analysis is complete, and information on PFAS and cancer-causing work environment factors is presented	
	Research and analysis on early detection resources is conducted and presented	
	Cancer support resources and cancer screening resources are made available to staff through FD Central	
TASKS		TARGET
1.2.1	Research and present cancer causing factors in our work environment	2028
1.2.2	Research and present PFAS issues related to potential cancer risk	2028
1.2.3	Evaluate early detection resources	2028
1.2.4	Provide cancer screening and support resources	2024



Prioritize the health and wellness of our personnel to cultivate a resilient and healthy workforce and foster a culture that promotes physical fitness, mental well-being, and preventative health measures.

OBJECTIVE 1.3 EXPAND ADDICTION COUNSELING SERVICES		
ASSIGNED LEAD	DFC Operations/EMS Chief	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Addiction and counseling service resources are identified and presented	
	Expanded addiction education resources are provided to staff through FD Central	
TASKS		TARGET
1.3.1	Provide counseling services specific to addiction and recovery	2024
1.3.2	Provide proactive addiction education	2024

OBJECTIVE 1.4 CONDUCT ANALYSIS OF CURRENT BEHAVIORAL HEALTH PROGRAMS		
ASSIGNED LEAD	DFC Operations	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Complete findings and recommendations presented to Command Staff	
TASKS		TARGET
1.4.1	Analyze current behavioral health program data	2026
1.4.2	Analyze behavioral health program costs	2026
1.4.3	Identify gaps and opportunities to expand behavioral health services	2026

OBJECTIVE 1.5 EXPAND CARDIAC SCREENINGS		
ASSIGNED LEAD	Health and Wellness Committee Lead	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Research and analysis is complete, and a proposal for expanded cardiac screenings is presented	
TASKS		TARGET
1.5.1	Conduct an analysis of best cardiac health practices	2024
1.5.2	Ensure compliance/alignment with NFPA 1582	2024
1.5.3	Develop a proposal to expand cardiac screenings	2024

Prioritize the health and wellness of our personnel to cultivate a resilient and healthy workforce and foster a culture that promotes physical fitness, mental well-being, and preventative health measures.

OBJECTIVE 1.6 CREATE A FITNESS ON-BOARDING PROGRAM FOR NEW RECRUITS		
ASSIGNED LEAD	Health and Wellness Committee Lead	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Research and analysis is complete, and the fitness on-boarding program is presented to Command Staff	
	Metrics are developed to show the efficacy of the program on injury prevention and recruit retention	
TASKS		TARGET
1.6.1	Conduct an analysis of fitness on-boarding best practices	2024
1.6.2	Ensure compliance/alignment with NFPA 1582	2024
1.6.3	Develop on-boarding fitness program	2024
1.6.4	Develop metrics to track the effectiveness of the on-boarding program	2024

OBJECTIVE 1.7 IMPLEMENT MATERNITY/PATERNITY POLICY		
ASSIGNED LEAD	DFC Operations	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	A formal maternity/paternity policy is adopted	
	Nursing and lactation rooms are identified	
TASKS		TARGET
1.7.1	Define leave options	2024
1.7.2	Establish modified duty assignments	2024
1.7.3	Identify nursing and lactation rooms	2024
1.7.4	Ensure policy meets legal requirements	2024



STAFFING

Develop recruitment and staffing strategies to optimize service delivery for the community.

OBJECTIVE 2.1 IDENTIFY STAFFING MODEL TO MEET ORGANIZATIONAL NEEDS

ASSIGNED LEAD	DFC Operations	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Staffing analyses are conducted and a staffing analysis methodology is presented to Command Staff	
TASKS		TARGET
2.1.1	Analyze staffing needs	2025
2.1.2	Conduct professional services staffing analysis	2025
2.1.3	Modify staffing to support service delivery needs	2026
2.1.4	Develop staffing analysis methodology	2025

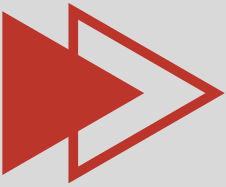


OBJECTIVE 2.2 ENHANCE RECRUITMENT AND RETENTION		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Recruitment and retention strategies are identified, defined, and presented to Command Staff	
	Recruitment team members are finalized and codified in FD Central	
	Flashover Fire Camp is implemented	
TASKS		TARGET
2.2.1	Identify and define recruitment strategies	2024
2.2.2	Identify and define retention strategies	2024
2.2.3	Integrate DEI principles into recruitment strategies	2024
2.2.4	Develop partnerships with community organizations	2024
2.2.5	Implement female fire camp (Flashover Fire Camp)	2024
2.2.6	Refine recruitment team	2024

OBJECTIVE 2.3 DEVELOP AND IMPLEMENT A CADET PROGRAM		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	The cadet program is established and approved, then put into practice	
TASKS		TARGET
2.3.1	Research similar programs	2024
2.3.2	Define program parameters	2024
2.3.3	Gain approvals through HR/CAO, etc.	2025
2.3.4	Recruite participants	2025
2.3.5	Pilot the program	2025



TRAINING



Cultivate a highly-trained and adaptable workforce, ensuring that our personnel are equipped with the knowledge and skills to effectively respond to diverse emergency situations.

OBJECTIVE 3.1 DEVELOP A TRAINING MASTER PLAN		
ASSIGNED LEAD	Training Chief	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	The training master plan is developed and presented to Command Staff	
	The training master plan is made available to staff through FD Central	
TASKS		TARGET
3.1.1	Define department training philosophy	2024
3.1.2	Define performance standards (Identifiable, measurable)	2024
3.1.3	Establish multi-year training plan	2024
3.1.4	Establish training operations plan	2025




Cultivate a highly-trained and adaptable workforce, ensuring that our personnel are equipped with the knowledge and skills to effectively respond to diverse emergency situations.

OBJECTIVE 3.2 DEVELOP PROACTIVE SUCCESSION PLANNING		
ASSIGNED LEAD	Training Chief	
TARGET YEAR(S)	2028	
OBJECTIVE OUTCOMES	A codified mentorship program is presented, approved, and made available on FD Central	
	Qualification manuals are presented, approved, and made available on FD Central	
	Professional development guidelines are established, presented, approved, and made available on FD Central	
	Job descriptions are updated, presented for approval, and made available on FD Central	
TASKS		TARGET
3.2.1	Establish mentorship program	2025
3.2.2	Develop qualification manuals for operations positions	2025
3.2.3	Refine professional development guidelines for all positions	2028
3.2.4	Update job descriptions	2025
3.2.5	Integrate DEI principles into succession strategies	2025

OBJECTIVE 3.3 SUPPORT PROFESSIONAL DEVELOPMENT		
ASSIGNED LEAD	Training Chief	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Training and professional development opportunities are communicated through FD Central	
	A professional development clearinghouse is created on FD Central	
TASKS		TARGET
3.3.1	Support professional development opportunities consistent with organizational and personal goals	2025
3.3.2	Communicate training and professional development opportunities	2025
3.3.3	Integrate DEI principles into development strategies	2024



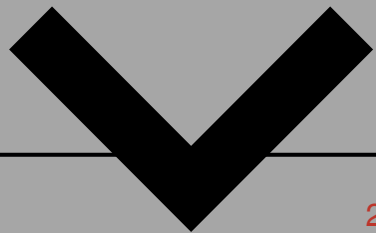
INFRASTRUCTURE



Upgrade and maintain the Westminster Fire Department's infrastructure to strengthen operational efficiency and community response capabilities.

OBJECTIVE 4.1 BUILD STATION 7 WITH ADJOINING FIRE ADMINISTRATION OFFICES		
ASSIGNED LEAD	DFC Admin	
TARGET YEAR(S)	2028	
OBJECTIVE OUTCOMES	Station 7 is built after the necessary research, approvals, and funding is secured	
TASKS		TARGET
4.1.1	Identify needs in the station	2024
4.1.2	Approval	2025
4.1.3	Secure funding	2026
4.1.4	Architecture contract	2027
4.1.5	Design/Build	2028

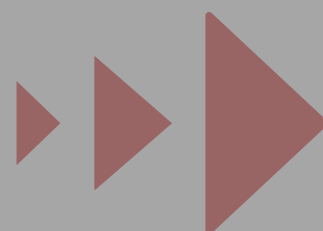
OBJECTIVE 4.2 BUILD STATION 8		
ASSIGNED LEAD	DFC Admin	
TARGET YEAR(S)	2028	
OBJECTIVE OUTCOMES	Station 8 is built after the necessary research, approvals, and funding is secured	
TASKS		TARGET
4.2.1	Identify needs in the station	2024
4.2.2	Approval	2025
4.2.3	Secure funding	2026
4.2.4	Architecture contract	2027
4.2.5	Design/Build	2028



Upgrade and maintain the Westminster Fire Department's infrastructure to strengthen operational efficiency and community response capabilities.

OBJECTIVE 4.3 PLAN FOR FUTURE REPLACEMENT OF STATION 4		
ASSIGNED LEAD	DFC Admin	
TARGET YEAR(S)	2028	
OBJECTIVE OUTCOMES	A replacement for Station 4 is planned, a tentative site is selected, funding is being sought or secured, and the approval process is underway or being planned	
TASKS		TARGET
4.3.1	Identify needs for new station	2025
4.3.2	Potential sites identified	2027
4.3.3	Approval from CMO and City Council to proceed	2028
4.3.4	Identify potential funding sources and secure funding	2028
4.3.5	Identify future timeline for process	2028

OBJECTIVE 4.4 PLAN FOR FUTURE REPLACEMENT OF STATION 3		
ASSIGNED LEAD	DFC Admin	
TARGET YEAR(S)	2028	
OBJECTIVE OUTCOMES	A replacement for Station 3 is planned, a tentative site is selected, funding is being sought or secured, and the approval process is underway or being planned	
TASKS		TARGET
4.4.1	Identify needs for new station	2025
4.4.2	Potential sites identified	2027
4.4.3	Approval from CMO and City Council to proceed	2028
4.4.4	Identify potential funding sources and secure funding	2028
4.4.5	Identify future timeline for process	2028



Upgrade and maintain the Westminster Fire Department's infrastructure to strengthen operational efficiency and community response capabilities.



OBJECTIVE 4.5 RESEARCH A TRAINING CENTER

ASSIGNED LEAD	DFC Admin	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	A study is conducted and presented to Command Staff on the viability of a Training Center	
TASKS		TARGET
4.5.1	Assess feasibility of adding-on to Station 7	2025
4.5.2	Research/discuss combined training center with City departments	2025
4.5.3	Study alternative locations	2025
4.5.4	Consider buy-in with existing training center	2025

OBJECTIVE 4.6 EXPAND EMERGENCY OPERATIONS CAPABILITIES

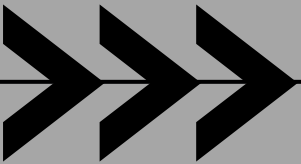
ASSIGNED LEAD	DFC Admin	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Research and analysis is conducted on emergency response capabilities, data is presented to Command Staff	
TASKS		TARGET
4.6.1	Identify needs and location for EOC	2025
4.6.2	Identify back-up dispatch center	2025



Upgrade and maintain the Westminster Fire Department's infrastructure to strengthen operational efficiency and community response capabilities.

OBJECTIVE 4.7 UPGRADE THE STATIONS		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Improved health, quality, and livability of stations	
	Station upgrades are complete and the quality of life in the stations is improved	
	Fire Facilities Study recommendations are researched, pertinent findings are presented to Command Staff	
TASKS		TARGET
4.7.1	Replace vehicle exhaust system	2025
4.7.2	Station alerting is upgraded	2025
4.7.3	Implement focused recommendations from 2021 Fire Facilities Study	2026

OBJECTIVE 4.8 VEHICLES		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2028	
OBJECTIVE OUTCOMES	Vehicle needs are analyzed and findings are presented to Command Staff	
	An updated fleet replacement schedule is presented to Command Staff and saved to FD Central	
	Medic design specifications are researched. The findings are presented to Command Staff and saved to FD Central	
TASKS		TARGET
4.8.1	Evaluate vehicle needs	2025
4.8.2	Upgrade fleet replacement schedule	2025
4.8.3	Establish medic design specifications	2024
4.8.4	Purchase vehicles per replacement schedules	2028



COMMUNITY ENGAGEMENT

Deepen community engagement by fostering multifaceted strategies that promote transparency, inclusivity, and proactive communication.

OBJECTIVE 5.1 EXPAND COMMUNITY EDUCATION & OUTREACH		
ASSIGNED LEAD	Public Information Specialist	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Analysis of community programs and partnerships is complete, findings are presented to Command Staff	
	Assessment of Citizen Academy is complete, findings are presented to Command Staff	
TASKS		TARGET
5.1.1	Evaluate community programs special teams	2025
5.1.2	Evaluate community programs	2025
5.1.3	Establish partnerships with local schools and community organizations to integrate fire safety education into curriculum and activities	2025
5.1.4	Assess Citizens' Fire Academy structure	2025



Deepen community engagement by fostering multifaceted strategies that promote transparency, inclusivity, and proactive communication.

OBJECTIVE 5.2 DEFINE WFD'S MARKETING & BRANDING		
ASSIGNED LEAD	Public Information Specialist	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Department-wide branding for social media, internal and external documents established and implemented; style guides and branding are available on FD Central	
	Webpage is running and the link is posted to FD Central	
TASKS		TARGET
5.2.1	Develop branding strategies	2024
5.2.2	Develop webpage to increase access to education and resources	2026

OBJECTIVE 5.3 ENHANCE WFD'S SOCIAL MEDIA PRESENCE		
ASSIGNED LEAD	Public Information Specialist	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Increased social media engagement	
	Increased educational resources on social media	
	A department social media strategy guide is complete	
TASKS		TARGET
5.3.1	Develop social media strategies	2024
5.3.2	Investigate ways to further incorporate EMS into social media	2024



COMMUNITY ENGAGEMENT

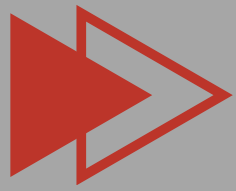
Deepen community engagement by fostering multifaceted strategies that promote transparency, inclusivity, and proactive communication.



OBJECTIVE 5.4 ENHANCE EMERGENCY MANAGEMENT OUTREACH & COMMUNITY PREPAREDNESS		
ASSIGNED LEAD	Emergency Management Coordinator	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Campaigns are developed and posted online and to social media	
	Presentations and curriculum are developed to educate school-age populations and their parents on emergency preparedness	
	A list of volunteer organizations to colloborate with is formulated and made available on FD Central	
TASKS		TARGET
5.4.1	Launch interactive campaigns or challenges that encourage community participation	2024
5.4.2	Leverage volunteer organizations for help with community outreach	2025
5.4.3	Establish partnerships with local schools and community organizations to integrate emergency preparedness into curriculum and activities	2026



SERVICE DELIVERY



Provide optimal service delivery by enhancing internal efficiencies and anticipating future community needs.

OBJECTIVE 6.1 IMPLEMENT STANDARD DATA REPORTING GUIDELINES		
ASSIGNED LEAD	Senior Management Analyst	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOME	Data and reporting standards policy manual and/or SOG are developed	
	Standardized Dashboards on FD Central	
TASKS		TARGET
6.1.1	Convene internal data group to determine relevancy of current data	2024
6.1.2	Research industry and peer data-reporting guidelines	2024
6.1.3	Develop data and reporting standards and policies	2024

OBJECTIVE 6.2 IMPLEMENT PROGRAM MANAGEMENT SOFTWARE		
ASSIGNED LEAD	Fire Chief	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Program management software is available to staff	
	Research is complete, budget and approvals are made, findings are presented to AHJ	
TASKS		TARGET
6.2.1	Research software for program management	2024
6.2.2	Secure approval	2024
6.2.3	Secure budget	2024



OBJECTIVE 6.3 IMPLEMENT TRAFFIC PREEMPTION SYSTEM REPLACEMENT		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	RFPs are complete, contract is awarded, and installation is complete	
TASKS		TARGET
6.3.1	Complete RFP	2024
6.3.2	Award Contract	2025
6.3.3	Installation	2025

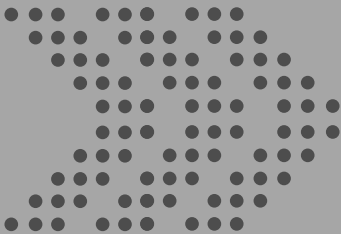
OBJECTIVE 6.4 EXAMINE ALTERNATIVE FLEET SUPPORT SERVICES		
ASSIGNED LEAD	DFC Administration	
TARGET YEAR(S)	2024	
OBJECTIVE OUTCOMES	Develop a fleet support policy, present for approval, and make it available on FD Central	
TASKS		TARGET
6.4.1	Research alternatives	2024
6.4.2	Collaborate with fleet on policies	2024

OBJECTIVE 6.5 EXPLORE DEVELOPING A COMMUNITY SERVICE SECTION		
ASSIGNED LEAD	EMS Chief	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOME	Research on industry best practices and models is complete	
	Community Service Section proposal and recommendation is complete	
	Present findings to AHJ	
TASKS		TARGET
6.5.1	Research industry models	2025
6.5.2	Collaborate with other City departments to outline community service section	2025



Provide optimal service delivery by enhancing internal efficiencies and anticipating future community needs.

OBJECTIVE 6.6EXPLORE ALTERNATIVE MEDICAL SERVICE MODELS		
ASSIGNED LEAD	EMS Chief	
TARGET YEAR(S)	2026	
OBJECTIVE OUTCOMES	Research on industry best practices and models is complete	
	Alternative medical service models assessment and feasibility study is complete	
	Present findings to Command Staff	
TASKS		TARGET
6.6.1	Research industry models	2026
6.6.2	Assess feasibility of implementation	2026



OBJECTIVE 6.7 ASSESS HAZMAT TEAM MODIFICATIONS		
ASSIGNED LEAD	Training Chief	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Assessment of impact of dissolution of regional HazMat authority is complete	
	Plan for HazMat team modification is complete and presented to Command Staff	
TASKS		TARGET
6.7.1	Monitor dissolution of regional authority	2025
6.7.2	Explore North Area HazMat team capabilities	2025

OBJECTIVE 6.8 ENHANCE WILDLAND RESPONSE CAPABILITIES		
ASSIGNED LEAD	DFC Operations	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Deployment and training strategies are revised and an updated deployment model is complete	
TASKS		TARGET
6.8.1	Revise deployment strategies	2024
6.8.2	Training	2025
6.8.3	Type III engine delivery	2024

OBJECTIVE 6.9 REVISE FIRE INVESTIGATION PROCEDURES & PROTOCOLS		
ASSIGNED LEAD	Fire Marshal	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Investigation procedures are modified, and presented to Command Staff	
	Staff is assigned new investigative roles	
TASKS		TARGET
6.9.1	Modify investigation procedures	2024
6.9.2	Assignment of personnel for investigations	2025



OBJECTIVE 6.10 DEVELOP NORTH AREA DATA-SHARING AGREEMENT		
ASSIGNED LEAD	Senior Management Analyst	
TARGET YEAR(S)	2025	
OBJECTIVE OUTCOMES	Common North Area dashboards available to, at minimum, the North Area Chiefs	
	Quarterly data reports to the North Area Chiefs	
	Data-sharing agreement and policies in writing	
TASKS		TARGET
6.10.1	Convene North Area Data-Sharing Group to include CAD-to-CAD members	2024
6.10.2	Develop common North Area data pulling and analysis methods	2024
6.10.3	Formulate common North Area data-delivery strategies, e.g. dashboards, reports, etc.	2025

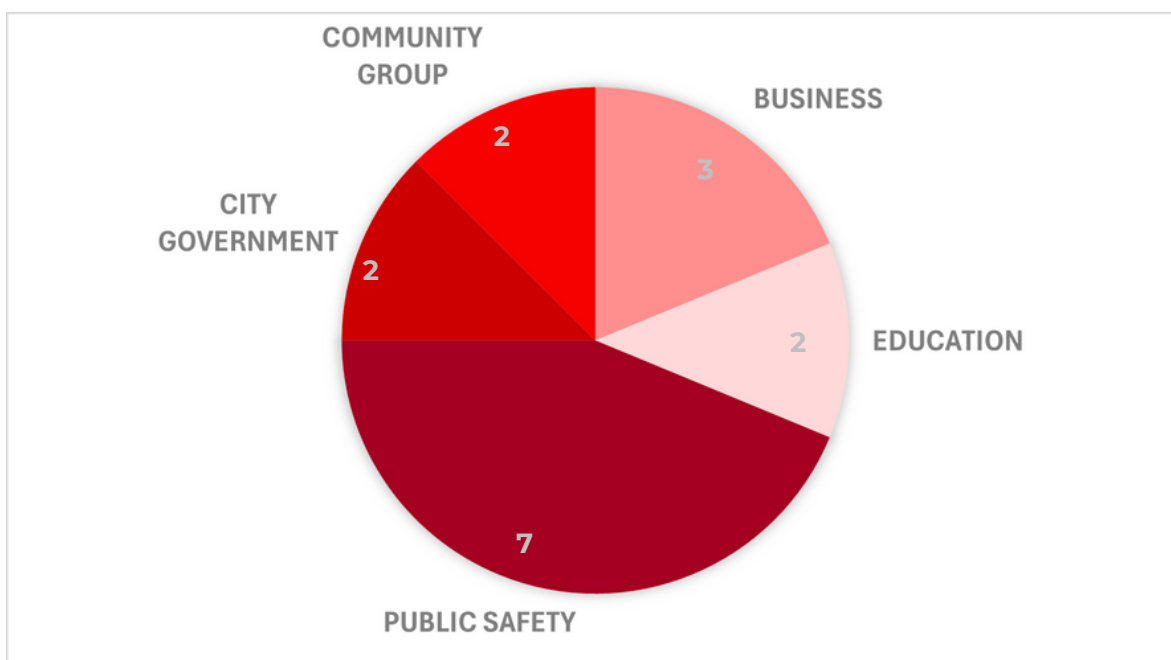
OBJECTIVE 6.11 DEVELOP EMERGENCY MANAGEMENT TOOLS & PROCEDURES		
ASSIGNED LEAD	Emergency Management Coordinator	
TARGET YEAR	2025	
OBJECTIVE OUTCOMES	COOP Plan and Evacuation Annex is complete	
TASKS		TARGET
6.11.1	Develop Fire Department COOP	2024
6.11.2	Enhance regional connectivity and regional awareness tools	2025
6.11.3	Acquire evacuation software and develop evacuation procedures	2024



APPENDICES

APPENDIX A - COMMUNITY PARTNERS STRATEGIC PLANNING GROUP FEEDBACK

The Westminster Fire Department sought to gather extensive community feedback. WFD sent email invitations to 58 community partners, representing members of the business community, educational institutions, community groups and non-profits, city government, public safety, religious organizations, hospitals, and homeowners associations (HOAs). Ultimately, the Westminster Fire Department gathered 16 participants whose affiliations are broken down below:



S.W.O.C.

The community partners were asked to conduct a S.W.O.C. analysis on the Westminster Fire Department. The purpose of this analysis was to enable the community partners to assess the current state of the department and its external environment. The information gathered would then be used by WFD to develop strategies, support perceived strengths, address perceived weaknesses, take advantage of opportunities, and prepare for any challenges in the external environment. Below is a summary analysis of stakeholder responses:

STRENGTHS

- Operations, e.g.: putting out fires, responding to emergencies, EMS
- WFD's relationships with our agency partners and other external partners
- Personnel: well-trained, responsive, respectful, professional, knowledgeable, engaged with the community
- Attempting to attain community feedback

WEAKNESSES

- Need more community engagement
- Need more diversity in the department
- Need more community risk reduction/prevention efforts/emergency management efforts out in the public
- Need better and more consistent messaging around our CAD-to-CAD system
- Mental health crisis response

OPPORTUNITIES

- Bring a human services coordinator into the department
- Expand Co-Responder program and bring it into the department
- More public station open houses
- Secure grant funding for a variety of purposes
- Increase community partnerships
- Opportunities for better communication around CAD-to-CAD
- Better engagement with students and potential partnerships with schools, which could help with recruitment
- Better engagement with the bilingual and non-English speaking populations
- Better social media presence
- Collaborate with local businesses on long-term fire response and prevention plans - so they can tap WFD's knowledge on best practices
- Command training center for the North Area

CHALLENGES

- Funding
- Recruiting
- Legal environment
- Slower to adapt to new technology
- Political environment - the potential erosion of public trust
- Rise in mental health concerns in the public and in the department

COMMUNITY PARTNERS

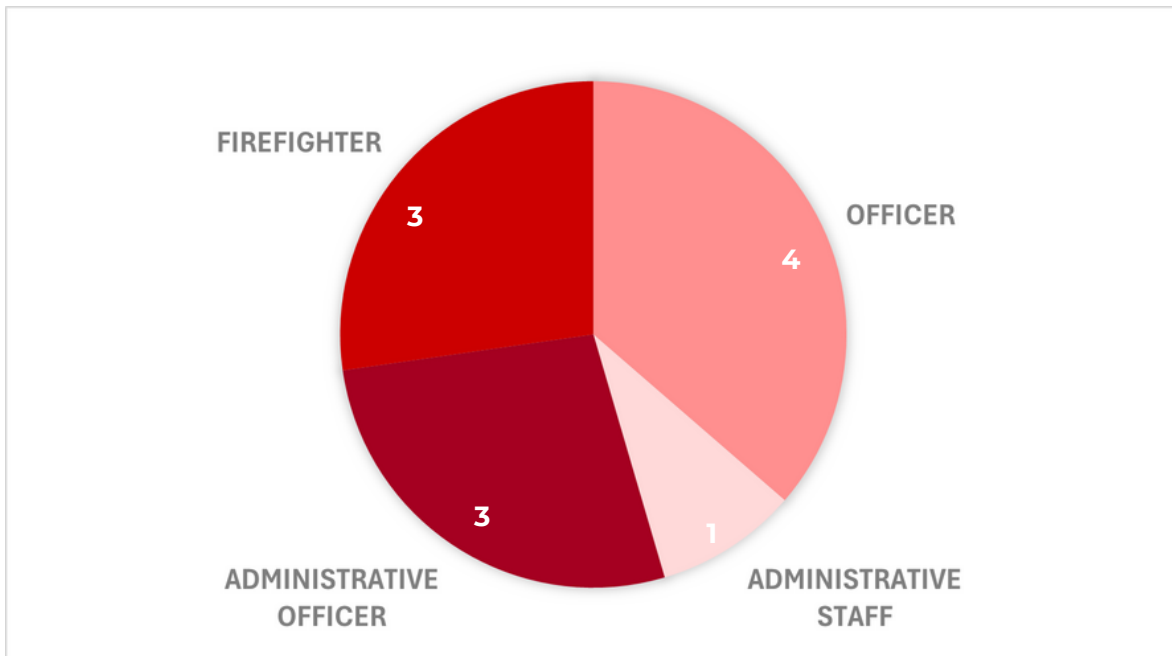
STRATEGIC PRIORITIES

The community partners were asked to identify the top three priorities the Westminster Fire Department should tackle in the strategic plan. The goal was to be able to use the responses to help set a direction for the department and to lay the groundwork for establishing strategic goals and objectives. Below is the summary analysis of partner responses:

- Expand Co-Responder program and bring it into WFD
- Internal leadership training
- Address community mental and behavioral health concerns
- Recruitment and retention
- Build a training center
- Update the EOC
- Get NIMS/ICS training for City staff
- Job shadowing program for potential recruits
- Firefighters serving on non-profit boards and committees
- Building cultural competency and language skills
- Community outreach and collaboration
- Secure funding
- Add stations
- Upgrade infrastructure
- Regional interoperability and collaboration as it relates to CAD-to-CAD
- Succession planning
- Retirement planning
- Cancer prevention
- Focus on 911 calls
- Health and wellness of employees
- Build a youth mentorship program
- Partner with private industry to do exercises/drills
- Update our continuity of operations plan
- Focus on social media engagement
- Leverage new technology

APPENDIX B - WESTMINSTER FIRE DEPARTMENT STRATEGIC PLANNING GROUP FEEDBACK

Concurrent to the solicitation of community partners' feedback, the Westminster Fire Department sought to engage internal personnel in the strategic planning process. The purpose was to gain the insight of the personnel who are out doing work in the field and to ensure their voice was heard. WFD strove to bring at least one member of each line personnel rank or staff position into the process. Below is a breakdown of the ranks or staff represented in the planning process:



S.W.O.C.

Like the community partners, internal stakeholders were asked to conduct a S.W.O.C. analysis on the Westminster Fire Department. The purpose of this analysis was to enable the internal stakeholders, similar to their community counterparts, to assess the current state of the department and its external environment. The information gathered would then be used by WFD to develop strategies, support perceived strengths, address perceived weaknesses, take advantage of opportunities, and prepare for any challenges in the external environment. Below is a summary analysis of internal stakeholder responses:

STRENGTHS

- Employees
- Labor-Management relationship
- Equipment and apparatus
- Pay and benefits
- Communications between administration and line personnel
- Response times
- Medical care
- High-quality service
- CAD-to-CAD
- Health and wellness programs
- Training opportunities
- The 48/96 schedule

WEAKNESSES

- Training and/or Training Section
- Lack of social media/public communications/public outreach
- Staffing levels
- Age/state of infrastructure
- Slow to adapt to change
- Administrative staff is overworked
- Lack of career development opportunities
- Succession planning
- Internal communications
- Stretched thin and overworked
- Internal leadership and the culture that's been created as a result
- Waitlists to get certain certifications



S.W.O.C.

OPPORTUNITIES

- Recruitment
- Add staffing
- Relationship with our neighbors
- Create stronger social media/outreach presence
- Grow the data side/technology side
- Support behavioral health and peer support/physical health
- Post-COVID opportunities to be more creative with staffing
- Nurture our young leaders
- Leverage relationship with C.F.I.R.E. and other non-profits

CHALLENGES

- Staffing
- Lack of funding
- Cost of living
- Increased call load and the increased potential for burnout
- Recruitment and the shrinking pool of candidates
- Lack of public engagement
- Supply chain
- Potential political strife



INTERNAL STAKEHOLDERS

STRATEGIC PRIORITIES

Much like their community counterparts, internal stakeholders were asked to identify the top five priorities that the Westminster Fire Department should address in the strategic plan. The objective was to utilize the responses to guide the department's direction and lay the groundwork for establishing strategic goals and objectives. Below is a summary analysis of internal stakeholder responses:

- Infrastructure/capital/equipment - stations, etc.
- Staffing
- Recruitment and retention
- “Changing the culture” - slowness of adaptation, reward employees who want to advance, be less reactive, generational shifts
- EMS model - more medics. Hire laterals if we can't fill those positions, community paramedicine, potential ALS engine/trucks
- Expand services to better meet community needs
- Internal divisions assessment
- Employee health and wellness
- Address medic burnout
- Better IT
- Better community presence and community transparency - social media, etc.
- Revamp training division
- Employee development
- Build community and North Area relationships
- Social media - full time PIO/social media person



VISION, MISSION, & VALUES

To assess the Westminster Fire Department's mission, vision, and values, the department administered a five-question survey to the internal stakeholder group. Each question aimed to explore different aspects of the mission, vision, and values, with a goal of ensuring that these foundational elements remained relevant and supportive of the department's success. The insights gathered from the responses below were used to revise the mission, vision, and values. Here is a summary analysis of the responses:

Q1: Where do you see the Westminster Fire Department in five years?

- Staffing levels increased
- Community paramedicine
- Stations/Infrastructure improvements
- Improved training division
- Improved recruitment

Q2: What is the purpose of the Westminster Fire Department?

- To preserve life and property

Q3: Who are the Westminster Fire Department's "customers?"

- Internal & external customers
- The public, staff, etc.

Q4: What values are important to you?

- Integrity
- Honesty
- Empathy
- Respectfulness
- Transparency
- Being ethical
- Kindness
- Professionalism
- Service-mindedness
- Courageousness

Q5: Within the Westminster Fire Department, what is unacceptable behavior?

- Dishonesty
- Disrespect
- Racism
- Sexism
- Immorality
- Having a lack of accountability for one's actions
- Selfishness
- Abusiveness

Q6: If the Westminster Fire Department was a person, how would you describe them?

- Means well but is fallible
- Servant leader
- Accountable
- A person of integrity
- Resistant to change
- Overextended
- Indecisive
- Focused on past glory



APPENDIX C - SERVICES AS PRIORITIZED BY THE COMMUNITY & DEPARTMENT STAKEHOLDERS

To ensure that the Westminster Fire Department's core service delivery is aligned with community (external) and internal agency expectations and to emphasize the department's focus on what matters most to the community, the department utilized a survey tool to gauge the relative importance of the department's core services. Below are the results for each core service. Each service could receive a maximum average score of six. The following chart also demonstrated a general alignment between the priorities of internal stakeholders and those of the community stakeholders.

SERVICE TYPE	INTERNAL	EXTERNAL	TOTAL
EMS	5.1	5	10.1
Fire Suppression	4.7	4.4	9.2
Technical Rescue	3.7	3.8	7.4
Emergency Preparedness	2.7	1.7	4.4
HazMat Mitigation	1.4	2.4	3.9
Wildland Fire Suppression	1.5	1.9	3.4
Community Risk Reduction	1.6	1.1	2.7







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